

# HLB North America Annual Conference

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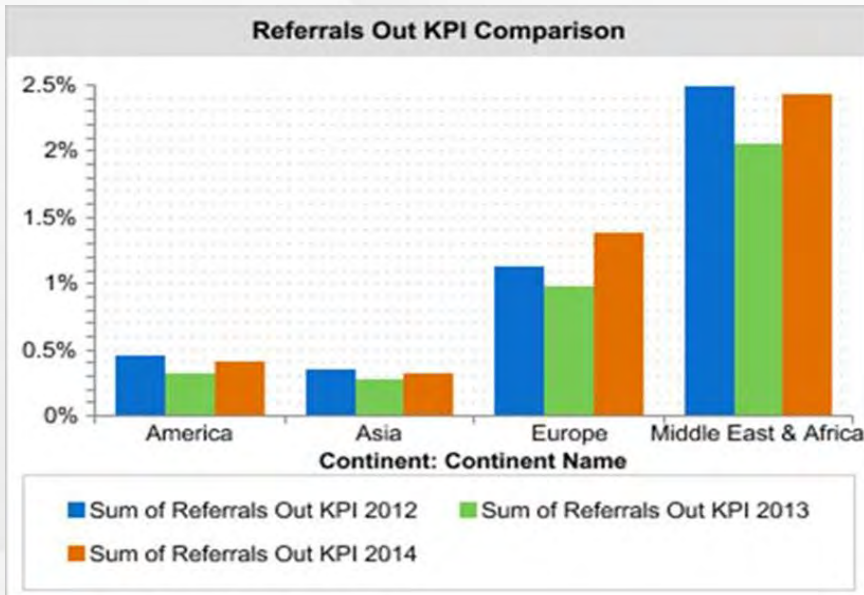
## Network Development

# Agenda

- 2014 Global referral picture
- 2014 Regional referral picture
- Global most probable scenarii
- Regional Development Approach

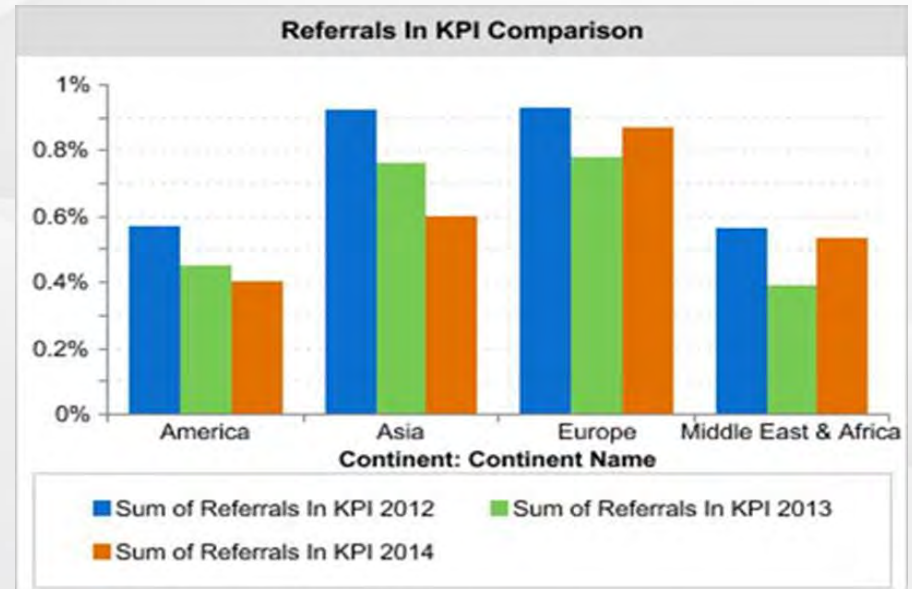
# 2013 Global Referral Picture

- KPI allows comparisons and is calculated as Referred work/Turnover
  - Over 20% more referred work from 2013, up to US\$ 16.5M
  - We want to have annual referred work of US\$ 25M by 2020



**Top Receiver: Germany**

**Top Referrer: Germany**

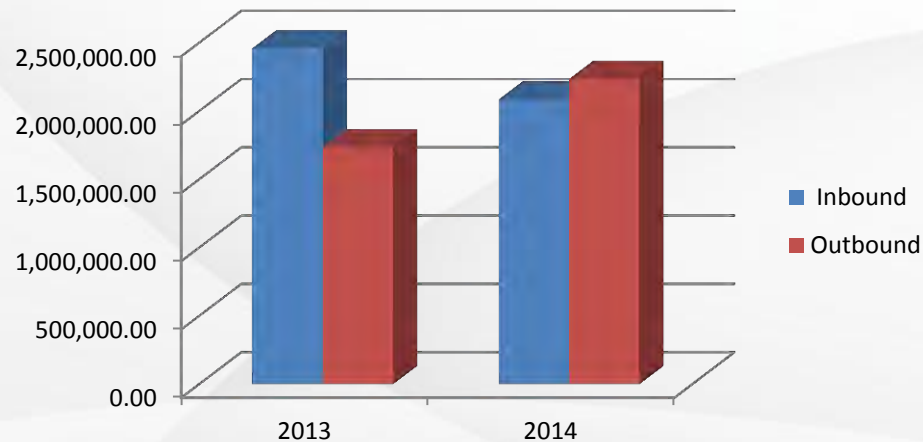


# 2014 Regional Referral Picture



**+29% outbound work, with KPI Outbound work/Turnover increased from 0.30% to 0.39%**

## North America Referrals in US\$



**Top Receiving Country: US**

**Top Receiving Firm: SLF (one major referral from Israel) and WS+B**

**Top Referring Country: US**

**Top Referring Firm: SLF**

# Global and Regional Most Probable Scenarios

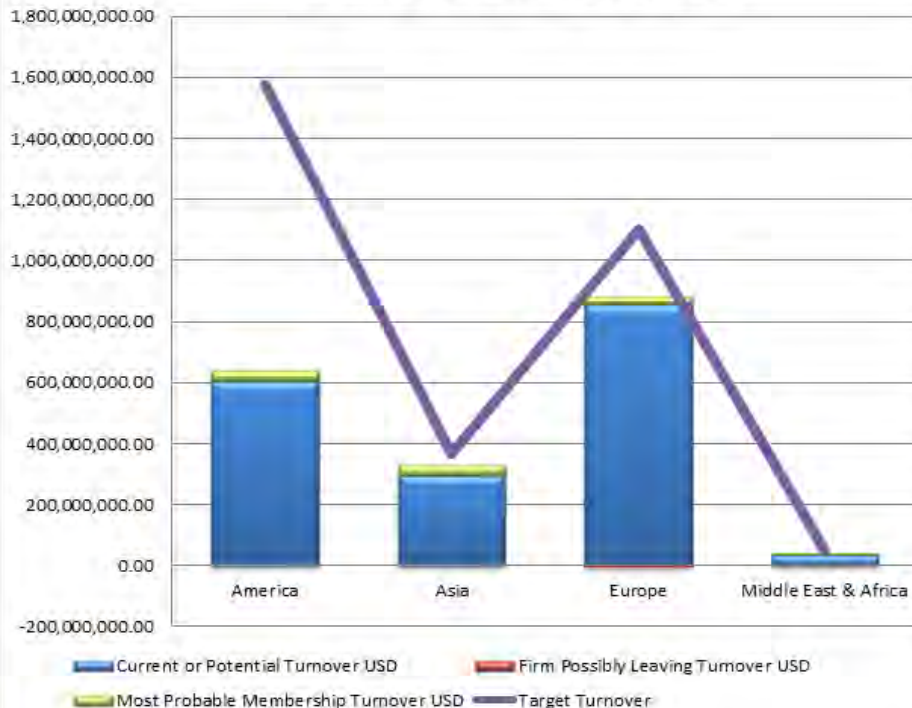


Reach US\$ 3bn in combined turnover by 2020 and get closer to the top 10

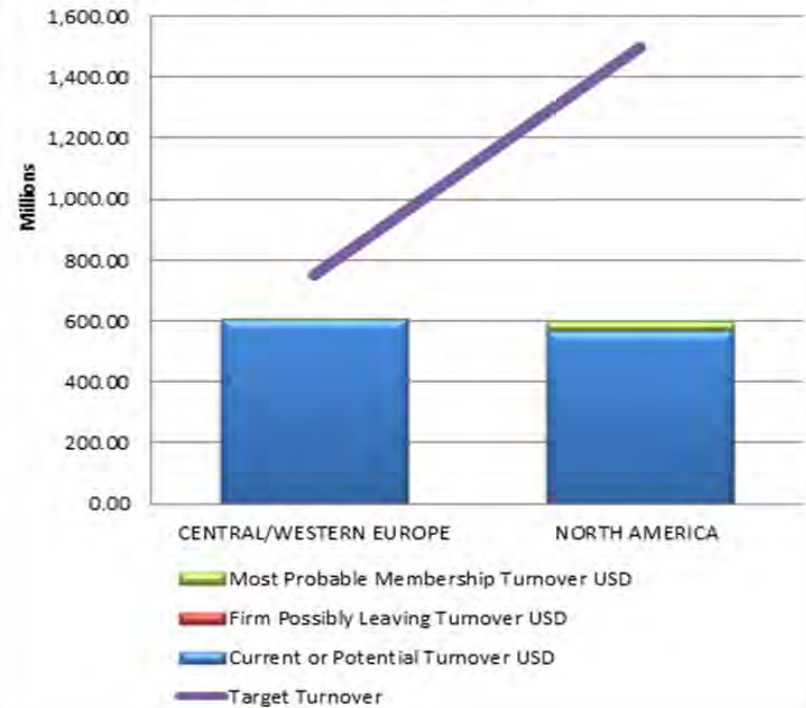
(now we are 14th – based on IAB data, 2014 was US\$ 1.9 but exchange rates with US\$ are now causing reduction of turnover)

*Ranking: we are n.14 also in the North American continent. If we want to be top 10 or 12 globally, the major effort would be needed in both Canada and the US*

Most Best Possible Scenario



Most Best Possible Scenario - Major Markets



# Regional Development Approach

*Ranking: we are n.14 also in the North American continent. If we want to be top 10 or 12 globally, the major effort would be needed in both Canada and the US.*

Category	Networks/Associations	Approach
Large Players (USD \$ 50M+)	Baker Tilly and Praxity	Ongoing discussions with MPs – Slow decision making progress, mostly event-driven
Mid-sized players (USD \$ 10-30M), usually ranked in the top 15 of their HQ city	Weaker organisations such as BKR, DFK, MSI, AGN, Inpact, CPA Associates, GGI or with no affiliation	<ul style="list-style-type: none"><li>- 2 advisors</li><li>- Through existing connections</li><li>- Cold contacts</li><li>- Attendance at key US events</li></ul>

## Possible way forward

*Whilst keep working on the largest firm segment, recruit a development coordinator for the US to*

- hire firms in the segment \$10-30M
- Shape the internal North America coordination and activities (i.e. working groups)